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Allan Spooner
President/CEO
Franciscan Health Olympia Fields
20201 s. Crawford Ave.
Olympia Fields, Illinois 60461

VIA CERTIFIED US MAIL

March 7, 2018

Mr. Spooner:

The Illinois Department of Public Health has been reviewing the number of hours that Illinois hospitals have been on bypass/resource limitation. This review is based on what is reported by each hospital to EMResource.

In 2018, YTD, DPH notes that Franciscan Health Olympia Fields has been on bypass just over 333 hours, or more than 21% of the time. This is one of the top four highest cumulative bypass totals for Illinois hospitals with emergency departments for the same date range. Section 515.315 (a) of the Administrative Code states, in pertinent part:

"The Department shall investigate the circumstances that caused a hospital in an EMS System to go on bypass status to determine whether that hospital's decision to go on bypass status was reasonable"

Therefore, pursuant to 210 ILCS 50/3.125, DPH is requesting that Franciscan Health Olympia Fields submit the following information and materials for February, 2018:

- Steps previously taken to mitigate going on bypass/resource limitation;
- Number of open monitored beds, by day, at the time that each decision to go on bypass/resource limitation was made;
- Documentation of attempts to call in additional staff to avoid going on bypass; and
- Steps/plan being taken to reduce the number of hours on bypass in the future.

Please be so kind as to submit this information to me within 14 days of your receipt of this letter. If you have any questions, do not hesitate contacting me at Leslee.Stein-Spencer@Illinois.gov.

Sincerely,

7(1)(b)

Leslee Stein-Spencer R.N., M.S.
Acting Division Chief
Division of EMS and Highway Safety

Cc: Dan Netluch M.D.
Shannon Wilson R.N., Region 7 EMS Coordinator

Ms. Leslee Stein-Spencer, R.N., M.S.
Acting Division Chief
Division of EMS & Highway Safety

March 22, 2018

SENT VIA REGISTERED MAIL RETURN RECEIPT & FAX & EMAIL

Dear Ms. Stein-Spencer:

We are in receipt of your March 7, 2018, correspondence. Our response is as follows:

1. Steps Previously taken to mitigate going on Bypass/resource limitation:

Franciscan Alliance Inc., d/b/a Franciscan Health Olympia Fields ("OF") implemented a High Census Plan to proactively recognize and address limited bed availability to avoid going on Bypass/diversion while providing quality care to all patients. Actions include:

- All personnel able to aid in resource management are notified and engaged in concerted efforts to make beds available to avoid the need for Bypass;
- All appropriate discharges are expedited by coordinated efforts of nursing, case management and physicians;
- Any limitation of staff availability that may have contributed to the need for Bypass/diversion is addressed by: calling in additional staff, offering incentive pay, authorizing overtime pay, using agency staff and floating staff from Franciscan Alliance Chicago Heights ("CH") campus to OF;
- Lower acuity patients will be admitted to higher acuity units as needed.

2. Number of open monitored beds, by day, at the time that each decision to go on Bypass/resource limitation was made:

See Exhibit A, Summary of Internal Documentation Regarding Bed Status

3. Attempts to call in additional staff to avoid going on Bypass:

It is the practice of OF to make every reasonable attempt to call in additional staff to optimize throughput and patient safety during High Census and to avoid or minimize time on Bypass/Diversion. Also, OF is actively recruiting to fill open positions. Such efforts included:

- During High Census and Bypass, staff were sent from CH campus to OF to augment staff on February 15, 19, 25, and 27.

- For the pay period of February 11-24, 2018, OF invested approximately \$2022 in overtime pay to nurses willing to work overtime hours during High Census and Bypass;
- For the pay period of February 11-24, 2018, OF invested \$6020 in incentive pay for nurses to work extra shifts. Incentive pay is in addition to any applicable overtime.
- OF invested 1142 hours in agency nurse staffing for the month of February to augment available staff.
- OF is actively recruiting to fill thirty-six (36) open nursing positions. OF hosted a nurse recruitment fair on March 3, 2018. From February 2018 through March 21, 2018, OF hired a total of twenty-nine (29) nurses.

4. Steps/plan being taken to reduce the number of hours on Bypass in the future:

A Plan of Correction (POC) has been implemented to prevent the need for Bypass and to minimize the time, if any, on Bypass. This POC was developed with representatives from many departments and the CNO is responsible to present the POC to Leadership and to operationalize such. If Bypass is needed in the future, OF will analyze compliance with the POC and address opportunities to enhance it.

As part of the POC, OF will have an early morning daily report designating all potential appropriate discharges for the day and any operational barriers to throughput efficiencies or to disposition.

During High Census or Bypass, an 1100 call and a 1515 call, including all managers and directors, will be held to discuss a remediation plan.

Should you have any questions, please contact me at 708-747-4000 ext. 82001.

7(1)(b)

Allan Spooner
President & CEO

CHICAGO HEIGHTS

1423 Chicago Road
Chicago Heights, IL 60411
PH: 708 756 1000

OLYMPIA FIELDS

20201 South Crawford Avenue
Olympia Fields, IL 60461
PH: 708 747 4000

Summary of Internal Documentation Regarding Bed Status

Bypass Date	time initiated	Time off bypass	Available Monitor / Staffed beds in house	Available ED Monitor / Staffed beds
2/12/2018	2/12/18@1448	2/13/18@0300	0	0
			0	0
			0	0
2/14/2018	2/14/18@1023	2/15/18@0600	0	0
			0	0
			0	0
			0	0
			0	0
2/19/2018	2/19/2018@1314	2/19/18@2110	0	0
			0	0
			0	0
2/20/2018	2/20/18@1429	2/22/19@0214	0	0
			0	0
			0	0
2/21/2018	2/21/18@1005	2/21/18@1800	0	0
			0	0
2/22/2018	2/22/18@1316	2/22/18@2100	0	0
			0	0
2/23/2018	2/23/2018@1554	2/23/18@2130	0	0
2/25/2018	2/25/18@1847	2/25/18@2257	0	0
2/26/2018	2/26/18@1544	2/27/18@0400	0	0
			0	0
			0	0
			0	0
			0	0
			0	0
			0	0
			0	0
2/27/2018	2/27/18@1428	2/27/18@1838	0	0



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March 30, 2018

Allan Spooner
President & CEO
Franciscan Health Olympia Fields
20201 S. Crawford Ave.
Olympia Fields, Illinois 60461

Dear Mr. Spooner,

I am in receipt of your letter of March 22, 2018 in which you provide an explanation to IDPH Division of EMS regarding concerns for bypass at Franciscan Olympia Fields.

After review of the information you identified as to the reasons for bypass as well as review what measures you have in place to try and mitigate the number of hours you are on bypass, the Department looks forward to monitoring the impact of your ongoing efforts, as reflected in the number of hours your hospital is on bypass. Please continue your important efforts.

I appreciate your quick response to my letter as well as how serious you take the issue of bypass. If you have any questions, please feel free to contact me at leslee.stein-spencer@illinois.gov.

Sincerely,

7(1)(b)

Leslee Stein-Spencer R.N., M.S.
Acting Chief, Division of EMS
Illinois Department of Public Health

Cc: Dan Netluch M.D.
Shannon Wilson RN, Region 7 EMS Coordinator